



**THE IMPACT OF DIGITAL MARKETING STRATEGIES OF
TRADITIONAL CHINESE MEDICINE CLINICS
ON CUSTOMER SATISFACTION
-A CASE STUDY OF GUSHENGTANG CLINIC**

LI LEI

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION
GRADUATE SCHOOL OF BUSINESS
SIAM UNIVERSITY**

2024



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This Independent Study has been approved as a Partial Fulfillment of the
Requirements for the Degree of Master of Business Administration

Advisor:.....

Ma Yu

(Dr. Ma Yu)

Date:.....

20 / 9 / 2015

JM 5

**(Associate Professor Dr. Jomphong Mongkhonvanit)
Dean, Graduate School of Business**

Date:.....

4 / Feb / 2015

Siam University, Bangkok, Thailand

Title: The Impact of Digital Marketing Strategies of Traditional Chinese Medicine Clinics on Customer Satisfaction -A Case Study of Gushengtang Clinic

By: LI LEI

Degree: Master of Business Administration

Major: International Business Management

Advisor: Ma Yu
(Dr. Ma Yu)

..... 20 /) 2024 /

ABSTRACT

In the rapidly developing digital era, traditional Chinese medicine clinics, as important representatives of traditional Chinese medicine and health Industry, face major challenges in adapting to modern digital marketing methods. The objectives of this study were: 1) To analyze the current status of digital marketing of Gushengtang Chinese Medicine Chain Management Group (Gushengtang for short) by the SWOT analysis; 2) To explore the impact of digital marketing strategies of traditional Chinese medicine clinics on customer satisfaction through the 4R theory. This study selected Gushengtang Chinese Medicine Chain Management Group, a leading provider of traditional Chinese medicine medical services in China, as a case study. The quantitative method was adopted and a questionnaire survey was conducted on Gushengtang's customers, with a sample size of 425.

This study found that: 1) Gushengtang has obvious advantages in digital marketing, but there are also certain challenges and limitations. The company needs to continue to innovate and optimize its strategies to achieve greater success in the field of digital marketing; 2) Gushengtang's good relevance with customers through digital marketing, its rapid reaction to customer needs, the long-term and stable relationship it established with customers, and its rewards to customers have a significant positive impact on customer satisfaction.

Researching the impact of digital marketing strategies of traditional Chinese medicine clinics on customer satisfaction can provide good suggestions for how to carry out digital marketing for the entire traditional Chinese medicine clinic industry, thereby promoting the overall development of the traditional Chinese medicine industry.

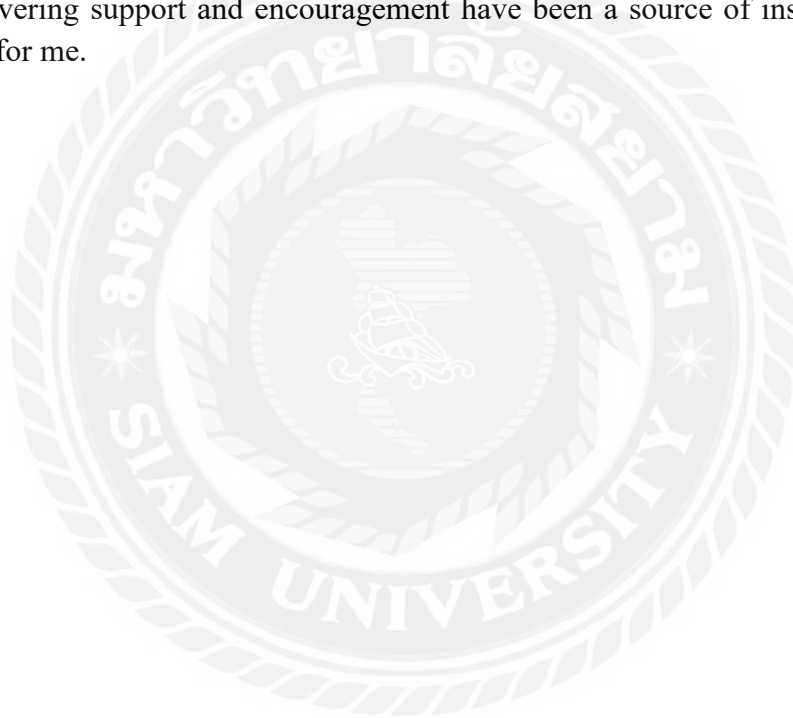
Keywords: chinese medicine clinic, digital marketing, customer satisfaction, 4R marketing theory

ACKNOWLEDGEMENT

I want to express my deepest gratitude to my advisor for his invaluable guidance, support, and encouragement throughout my independent study. His insightful comments and constructive criticism have significantly improved the quality of my work.

Additionally, I am grateful to Associate Professor Dr. Jomphong Mongkhonvanit, Dean of the Graduate School of Business, for his continuous support and encouragement throughout my studies. His dedication to the graduate program and commitment to excellence have inspired me to strive for academic excellence.

Finally, I would like to extend my appreciation to all the faculty members and staff of Siam University who have contributed to my growth and development as a student. Their unwavering support and encouragement have been a source of inspiration and motivation for me.



DECLARATION

I, LI LEI, hereby certify that the work embodied in this independent study entitled “The Impact of Digital Marketing Strategies of Traditional Chinese Medicine Clinics on Customer Satisfaction -A Case Study of Gushengtang Clinic” is a result of original research and has not been submitted for a higher degree to any other university or institution.

(LI LEI)



CONTENTS

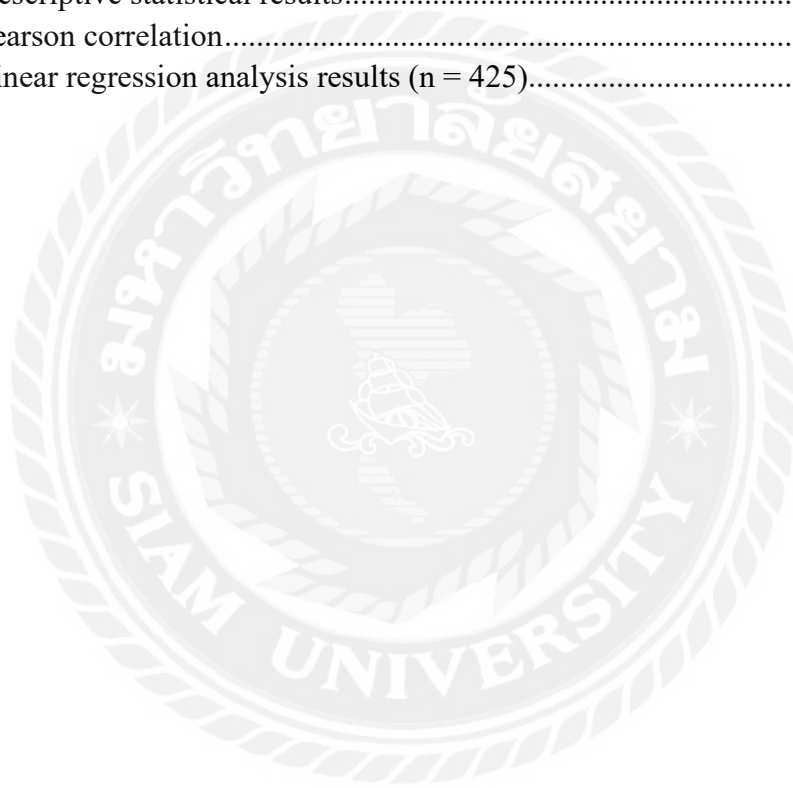
ABSTRACT.....	I
ACKNOWLEDGEMENT	II
DECLARATION	III
CONTENTS.....	IV
LIST OF TABLES	VI
LIST OF FIGURES	VII
Chapter 1 Introduction	1
1.1 Background of the Study	1
1.2 Problem of the Study	2
1.3 Objectives of the Study	2
1.4 Significance of the Study	3
1.5 Limitations of the Study.....	3
Chapter 2 Literature Review	5
2.1 Introduction.....	5
2.2 Literature Review.....	5
2.2.1 Application of Digital Marketing in the Medical Industry	5
2.2.2 Current Status of Digital Marketing in the Traditional Chinese Medicine Clinic Industry	6
2.2.3 Customer Satisfaction	7
2.3 Theoretical Foundation	8
2.3.1 4R Theory	9
2.3.2 SWOT Analysis	10
2.4 Conceptual Framework.....	11
2.5 Introduction to Gushengtang.....	11
Chapter 3 Research Methodology.....	13
3.1 Introduction.....	13
3.2 Research Design.....	13
3.2.1 Questionnaire design.....	13
3.2.2 Population and Sample	15
3.3 Hypothesis.....	15
3.4 Data Analysis Methods	15
3.5 Reliability and Validity Analysis of the Scale.....	16
3.5.1 Reliability.....	16
3.5.2 Validity	17
Chapter 4 Results of the Study.....	20
4.1 Introduction.....	20
4.2 Gushengtang’s digital marketing through SWOT analysis.....	20
4.3 Statistical analysis results	21
4.3.1 Frequency analysis.....	21
4.3.2 Descriptive statistics	22

4.3.3 Correlation analysis	23
4.3.4 Regression analysis	24
4.3.5 Results of Hypotheses Tests.....	26
Chapter 5 Conclusion and Recommendation.....	27
5.1 Conclusion	27
5.2 Recommendation	28
References.....	29
Appendix.....	32



LIST OF TABLES

Table 2.1 SWOT analysis model.....	10
Table 3.1 Questionnaire on the impact of Gushengtang's digital marketing strategy on customer satisfaction.....	13
Table 3.2 Variable reliability tests.....	16
Table 3.3 KMO and Bartlett 's test.....	17
Table 3.4 KMO and Bartlett 's test.....	17
Table 3.5 Factor loading coefficient table after rotation.....	18
Table 4.1 Frequency statistics results.....	22
Table 4.2 Descriptive statistical results.....	22
Table 4.3 Pearson correlation.....	23
Table 4.4 Linear regression analysis results (n = 425).....	24



LIST OF FIGURES

Figure 2.1 Conceptual Framework	11
Figure 3.1 Hypotheses	15



Chapter 1 Introduction

1.1 Background of the Study

Traditional Chinese medicine is a cultural treasure that has been passed down for thousands of years in China. Originated from the land of China, as a medical science originally created by the Chinese nation, traditional Chinese medicine reveals the occurrence and development of human health and diseases from a macro, systematic and holistic perspective, reflects the cognitive mode of the Chinese nation, and is deeply integrated into the production and life practices of the people, forming a unique health culture and practical results, becoming an important means for people to cure diseases, strengthen their bodies, and prolong their lives, thus safeguarding the health of the people. Historically, the Chinese nation has experienced many natural disasters, wars and plagues, but has been able to turn danger into safety time and time again, with a continuously increasing population and the inheritance of civilization, and traditional Chinese medicine has made a significant contribution (National Administration of Traditional Chinese Medicine, 2021).

Since the founding of the People's Republic of China, China has attached great importance to the development of traditional Chinese medicine. Especially since the 18th National Congress of the Communist Party of China, the Party and the government have placed the development of traditional Chinese medicine in a more important position and made a series of major decisions and arrangements. From the release of the State Council's 8 trillion health service industry strategic plan to the general election of the "Traditional Chinese Medicine Law (Draft)", all of them reflect the country's support for traditional Chinese medicine at the policy level (Liang, Li&Li, 2017).

With policy support, China's traditional Chinese medicine industry has ushered in a new round of development opportunities. According to the 2022 China Health Statistics Yearbook, the total number of traditional Chinese medicine medical and health institutions in the country is 80,319, an increase of 2,983 over the previous year, and the total number of medical treatments is 1.23 billion, an increase of 20 million over the previous year (Fang, 2023). In 2021, the total market size of the traditional Chinese medicine medical service industry reached 606.3 billion yuan, a year-on-year increase of 16.62% (China Business Information Network, 2023). Among them, the market size of diagnosis and treatment services of private traditional Chinese medicine medical institutions is 73.2 billion yuan, with a year-on-year change rate of 17.68% (China Government Website, 2023). With the improvement of domestic recognition of traditional Chinese medicine diagnosis and treatment, the market demand for traditional Chinese medicine diagnosis and treatment services has increased, and the national traditional Chinese medicine diagnosis and treatment service industry has shown a clear

recovery trend. Among them, the growth rate of the private traditional Chinese medicine medical industry is significantly faster, and its market revenue share has increased from 8.8% in 2016 to 12.1% in 2021 (China Research Network, 2023).

As the main force in the traditional Chinese medicine industry, the development of traditional Chinese medicine clinics is showing a steady upward trend. However, as the scale and number of traditional Chinese medicine clinic increase, traditional Chinese medicine clinic are also facing increasingly brutal market competition. How to highlight their own advantages, upgrade a single marketing strategy, and expand market share are issues that many traditional Chinese medicine clinic need to face head-on. In recent years, with the rise of the Internet, the integrated development of online and offline has become a trend, and traditional Chinese medicine clinics also need to face the challenges of the digital transformation era.

Against this background, this study selects traditional Chinese medicine clinics as the research object to explore the application and effect of digital marketing strategies in marketing promotion.

1.2 Problem of the Study

At present, the operation of Chinese medicine clinics in China is mainly based on traditional methods. Although the operators of traditional Chinese medicine clinics have a skill in Chinese medicine, they have almost no experience in the marketing operation of medical institutions and the promotion of cultural brands. They often use a relatively simple marketing method. As a result, traditional Chinese medicine clinics only exist in the form of small workshops and it is difficult to grow bigger and stronger. (Sun, 2016) This also leads to limitations in the service of traditional Chinese medicine clinics to customers and it is difficult to expand the market.

With the progress of society and the change of people's lifestyles, the integration of online and offline development has become a trend. Although the Chinese medicine clinic industry has gradually realized the importance of digital marketing and tried to adopt various digital marketing strategies to attract and retain customers, the application of digital marketing in Chinese medicine clinics is still in its infancy. Therefore, how to effectively use digital marketing strategies to improve customer satisfaction has become an important issue facing Chinese medicine clinics.

1.3 Objectives of the Study

This paper takes Gushengtang Chinese Medicine Chain Management Group, a leading traditional Chinese medicine medical service provider in China, as a case study to explore whether the digital marketing strategy of traditional Chinese medicine clinics

can improve customer satisfaction. The specific research objectives are as follows:

1. To analyze the current status of digital marketing of Gushengtang Chinese Medicine Chain Management Group by the SWOT analysis.

2. To explore the impact of digital marketing strategies of traditional Chinese medicine clinics on customer satisfaction through the 4R theory.

1.4 Significance of the Study

Gushengtang flexibly uses digital marketing strategies to provide customers with comprehensive traditional Chinese medicine healthcare services and products. This project studies Gushengtang's successful digital marketing strategy, provides a good idea for the entire traditional Chinese medicine clinic industry on how to carry out digital marketing, and thus promotes the comprehensive development of the traditional Chinese medicine industry, which is of great significance.

Theoretical significance: The digital marketing strategy of traditional Chinese medicine clinic is a new marketing model that combines traditional Chinese medicine diagnosis and treatment with modern information technology. The emergence of this model is not only an innovation of the traditional Chinese medicine diagnosis and treatment model, but also an exploration of the modern medical service model. Researching the digital marketing strategy of traditional Chinese medicine clinic will help us to deeply understand the integration and development between traditional medicine and modern technology, and further enrich and deepen our understanding of the modern medical service market. In addition, the study of the digital marketing strategy of traditional Chinese medicine clinic will also provide theoretical support for the modernization of the Chinese medicine clinics industry.

Practical significance: Digital marketing strategies can help traditional Chinese medicine clinic better manage patients, simplify the diagnosis and treatment process, improve patients' experience and doctors' diagnosis and treatment efficiency, thereby reducing medical costs, improving traditional Chinese medicine clinics' marketing efficiency, and increasing traditional Chinese medicine clinics' profitability. On the other hand, it can enhance patients' trust and satisfaction with traditional Chinese medicine clinic, improve traditional Chinese medicine clinics' visibility and influence, and help traditional Chinese medicine clinics better adapt to market changes and policy environments.

1.5 Limitations of the Study

Due to the researcher's limited ability, there are still many limitations in this study, mainly manifested in:

(1) The development of things is always dynamic. There are many influencing factors in reality. When analyzing Gushengtang, it may not be comprehensive and careful enough, and there is still a possibility of lag behind the dynamic development.

(2) The analysis and conclusions of this study are only based on the current situation of Gushengtang, and may have shortcomings in comprehensiveness, integrity, and strategy.



Chapter 2 Literature Review

2.1 Introduction

In this rapidly developing digital era, traditional Chinese medicine clinic, as representatives of traditional Chinese medicine, are faced with the challenge of adapting to modern marketing methods (Wang, 2018). The literature review of this study covers the academic literature related to the digital marketing strategy of traditional Chinese medicine clinics, including traditional and modern marketing theories, especially the 4R marketing theory and the SWOT analysis tools, focusing on the development and application of digital marketing, and conducting in-depth research. The relationship between the independent variable, digital marketing strategy, and the dependent variable, customer satisfaction, of traditional Chinese medicine clinics is explored.

2.2 Literature Review

2.2.1 Application of Digital Marketing in the Medical Industry

In the past decade, according to a study by TenBarge and Riggins (2018), a survey of 4,033 clinicians in 2011 showed that about 65% of doctors used social media for professional needs. As customer needs and preferences continue to evolve, medical information departments in the pharmaceutical industry face the challenge of continuously evaluating and leveraging new digital channels, such as social media, to expand their medical information services. Emerging innovative medical information contact centers usually need additional time to cultivate internal employees and external customers' awareness and understanding of digitalization. Although digital technology started slightly later in China than abroad, in terms of development trends, China and foreign countries are basically consistent, and domestic research on digital marketing in the pharmaceutical industry has also begun to increase gradually. The pharmaceutical industry should actively use information technology to build a big data platform and marketing management system. Doing so can effectively utilize data analysis to better adapt to consumer needs. In addition, the establishment of such a platform can integrate data from various marketing departments to help companies explore new market opportunities and development directions (Yin, 2015). The implementation of digital marketing cannot be ignored for its positive contribution to traditional pharmaceutical companies in the field of healthcare. This strategy can not only promote the popularization of telemedicine education and disease prevention knowledge, but also help companies establish good public relations and enhance their competitiveness through precise market positioning and brand enhancement (Xiong, 2014). These

studies provide a broad perspective to help us understand how digital technology changes the interaction between healthcare providers and consumers, which is helpful and instructive for the researcher's research.

2.2.2 Current Status of Digital Marketing in the Traditional Chinese Medicine Clinic Industry

In China's pharmaceutical industry, digital marketing strategies have been widely adopted. In particular, the precise positioning of target customers assisted by big data has effectively improved the promotion effectiveness of pharmaceutical brands. This not only shows the innovative application of digital means in traditional industries, but also highlights the need for pharmaceutical companies to flexibly use the combination of traditional and modern technologies in their market strategies (Zhang, 2016). China's pharmaceutical industry, especially Chinese medicine clinics, should actively integrate the advantages of digital marketing on the basis of maintaining traditional marketing models, so as to comprehensively enhance the market influence and competitiveness of corporate brands. In addition, the case of Kangmei Pharmaceutical provides a specific practical example. As one of the first pilot enterprises of the information-based medical service platform of the State Administration of traditional Chinese medicine, it has made full use of its core resources in the field of traditional Chinese medicine and successfully built a one-stop medical service platform. This platform integrates a series of services from online consultation, appointment registration to hospital selection, prescription push, online drug purchase, payment settlement, home delivery of drugs and health management, providing users with a comprehensive and convenient medical experience (Yao, 2017). Through this platform, it has not only improved service efficiency, but also strengthened interaction and connection with customers. More importantly, it has achieved the multifunctional integration of "online pharmacies, health management and virtual hospitals" through this platform. This is not only a major innovation in the traditional medical service model, but also an active exploration of the future medical service model.

These examples and opinions together show that China's pharmaceutical industry, especially traditional Chinese medicine clinic, is in a period of transformation, in which digital marketing strategies play a key role. By effectively combining traditional marketing methods with modern technology, traditional Chinese medicine clinics are expected to better adapt to the needs of the modern market while maintaining the essence of traditional medicine, and achieve sustainable brand development and market expansion. These studies fully illustrate the importance of research on digital marketing strategies for traditional Chinese medicine clinic.

2.2.3 Customer Satisfaction

(1) Research on the Concept of Customer Satisfaction

The concept of customer satisfaction was first proposed by American scholars Cardozo (1964) and Miller (1977). They explained the role of the product performance and expectation difference theory provided by enterprises in the process of customer satisfaction formation, laying the foundation for the study of customer satisfaction. Philip Kotler (2008) mentioned that customer satisfaction is the inner state of disappointment or satisfaction. When the effect of a product or service is lower than expected, customers will feel dissatisfied, which will manifest as emotional dissatisfaction or disappointment, and they may complain or lodge a complaint; when customers' actual experience of a product or service is consistent with or close to their expectations, they will feel satisfied; when the effect of a product or service exceeds their expectations, they will feel highly satisfied or delighted, and thus develop loyalty (Kotler & Armstrong, 2003). Zhao Ping (2003) inherited the research of predecessors and gave new thinking. Customer satisfaction is the degree of psychological satisfaction generated when consumption occurs. This feeling can only be experienced and evaluated after the customer purchases and uses it. Xiang Menglin (2023) divides customer satisfaction into three categories: social satisfaction, spiritual satisfaction, and material satisfaction. Material satisfaction refers to the satisfaction of customers with the goods and services produced by the company. Psychological satisfaction is a higher level, which is about whether customers feel satisfied with their goods or services because of the additional material value added by the company. Social satisfaction focuses on whether customers feel that the company's development has promoted social public welfare. Some scholars also believe that customer satisfaction includes different connotations such as evaluation, expectation, perception and integrity (Tu, Hu&Guo, 2012).

For the service industry, customer satisfaction is a subjective evaluation made by consumers, which is an emotional reflection of consumers' satisfaction, dissatisfaction or neutral attitude towards a certain product or service (Zheng, 2023).

As a medical service industry, these studies have important guiding significance for the development of Chinese medicine clinics.

(2) Research on Factors Affecting Customer Satisfaction

Since the 1980s, scholars have focused on the driving factors of customer satisfaction. Oliver (1980) proposed a cognitive model to explain the antecedents and consequences of satisfaction decisions, pointing out that the formation of satisfaction decisions is based on the process of consumers' cognition of the information they obtain, including expectations of products or services, actual experience, and cognitive evaluation. Churchill (1982) and others proposed the main factors affecting customer satisfaction, including product and service characteristics, customer expectations,

consumer characteristics, and environmental factors. Tse (1988) and others expanded on the traditional satisfaction model and believed that the factors affecting satisfaction are not only affected by the difference between the actual performance and expectations of products or services, but also by consumers' personal characteristics and behavioral intentions. Zeithaml and Parasuraman (1996) proposed a service quality evaluation model, believing that consumer behavior is affected by the quality of service. Excellent service can promote consumer satisfaction, loyalty, and willingness to buy. Consumers also tend to actively spread word-of-mouth information about quality services, which has a positive impact on corporate image and brand value. On the contrary, low-quality services may lead to consumer dissatisfaction and complaints, and even customer loss. These studies provide good guidance for exploring whether digital marketing strategies can affect customer satisfaction in traditional Chinese medicine clinics.

Cardozo, RN (1965) pointed out that satisfaction stems from expectations and customer satisfaction is related to purchase rate. A large number of scholars' research also shows that customer satisfaction has a significant positive impact on the marketing of various industries. On the one hand, it can promote customer brand loyalty, and on the other hand, it can affect the customer's second purchase rate and improve the company's profitability and brand development. Therefore, these studies are of great significance to exploration of how the digital marketing strategies of traditional Chinese medicine clinics affect customer satisfaction.

2.3 Theoretical Foundation

In today's market environment, consumer behavior patterns and preferences are changing rapidly, which poses new challenges and opportunities to the pharmaceutical industry, especially the digital marketing strategies of traditional Chinese medicine clinic (Deng, 2022). After entering the 21st century, the 4R marketing theory was proposed by American marketing expert Elliott Ettenberg (Yu, 2019). The 4R marketing theory takes relationship marketing as its core, focuses on the interactive relationship formed between enterprises and customers over a long period of time, and regards improving customer loyalty as an important goal (Li, 2023). Therefore, the researcher will study the role of digital marketing in customer satisfaction in traditional Chinese medicine clinic based on the 4R marketing theory. The components of the 4R theory include Relevance, Reaction, Relationship, and Reward (Yang, 2023).

The SWOT analysis plays a very important role in strategic planning. It analyzes the strength, opportunity, weakness and threat of the enterprise, and provides information for the management of the enterprise and the formulation of marketing strategies. A relatively objective and comprehensive basis (Wednesday Duo. Management- Principles and Methods, 2008). The researcher will use SWOT analysis

tools to study the digital marketing strategy of traditional Chinese medicine clinics to help traditional Chinese medicine clinics clarify their own advantages, discover market opportunities, respond to potential threats, maintain customer loyalty and achieve sustainable development, thereby helping traditional Chinese medicine clinics to more effectively use digital marketing strategies to enhance their position in the competitive market.

2.3.1 4R Theory

(1) Relevance

Relevance means that pharmaceutical companies should always maintain good contact and communication with customers during marketing activities, and use scientific means to meet the needs of consumers while building relevance with them. The basis for the formation of this relevance is that companies and consumers need and help each other (Li, 2023). This provides guidance for the researcher to study whether digital marketing methods can better establish and maintain long-term relationships with customers and increase customer satisfaction.

(2) Reaction

Reaction refers to the fact that when companies face a rapidly changing market, they must pay attention to improving their speed in reacting to the market. Today, the biggest practical problem and the most difficult problem facing all operators in our country is how to truly listen to the various needs put forward by customers from the perspective of the customers themselves, and then make decisions as soon as possible. reaction, rather than controlling it and formulating or implementing relevant plans (Zhong, 2017). This is very helpful for the researcher to study whether digital marketing strategies can enable traditional Chinese medicine clinics to react quickly to customer feedback and behavior.

(3) Relationship

Regarding relationships, it means that enterprises should transform their relationships with customers from traditional enterprise-customer relationships to more stable friendships, transform sales targets into fulfilling promises made to customers, maintain customers with a sense of responsibility, and encourage them to make repeat purchases to maintain customer loyalty (Tang, 2022). For Chinese medicine clinics, it means maintaining harmonious, stable and long-term relationships with customers through digital marketing methods, maintaining customer loyalty, achieving the transformation from transactional relationships to responsible relationships, and achieving the goal of win-win cooperation on the basis of mutual trust and mutual dependence.

(4) Reward

Reward means that enterprises cannot ignore market rewards. If an enterprise wants to achieve further development, the key to maintaining the relationship it has established with the market is to do well in market rewards (Tang, 2022). Traditional Chinese medicine clinics can provide customers with attractive incentives and offers to attract and retain customers. This can be achieved through points, membership systems, etc. By offering attractive incentives and offers, businesses can improve customer

satisfaction, increase sales and market share.

Generally speaking, the essence of 4R theory is to establish a cooperative and dependent relationship between enterprises and customers, achieve long-term relationship and harmonious interaction, and ultimately achieve a win-win goal (Ma, 2015).

2.3.2 SWOT Analysis

In the 1980s, Heinz Weihrich created the SWOT analysis method. The SWOT model is used to analyze the internal and external environment of an enterprise and formulate the best strategy based on comprehensive evaluation. It is the most commonly used and best analytical tool for enterprises (Li, 2009). SWOT analysis is a comprehensive analysis of the four dimensions of the strengths and weaknesses of the company's internal environment and the opportunities and threats of the external environment (Philip, 2015).

Its characteristics can be summarized into the following two aspects:

(1) The form of expression is the SWOT structure matrix. The SWOT analysis method divides the internal strengths (S) and weaknesses (W) of the enterprise and the external opportunities (O) and threats (T) into four different intervals. According to the combination of the four internal and external factors, the enterprise can formulate different development strategies according to different internal and external forms, as shown in Table 2.1.

(2) The content emphasizes starting from structural analysis. First, we should find out the various factors that closely affect the enterprise, and then classify these related factors. Finally, we should conduct strategic analysis and decision-making based on the analysis of the internal resources and external environment of the enterprise (Li, 2018).

Table 2.1 SWOT analysis model

	positive	negative
Internal	<p>Advantage</p> <p>Help enterprises achieve strategic goals</p> <p>intrinsic ability</p>	<p>Disadvantages</p> <p>that prevent an enterprise from achieving its strategic goals</p> <p>internal limitations</p>
External	<p>Chance</p> <p>External favorable factors that companies can take advantage of</p>	<p>threaten</p> <p>External factors that may affect business development</p>

2.4 Conceptual Framework

Based on the 4R marketing theory proposed by American marketing expert Elliott Ettenberg (Yu, 2019), this study constructed a model with Relevance, Reaction, Relationship and Reward in the 4R theory as independent variables and customer satisfaction as dependent variable. The digital marketing strategies used by traditional Chinese medicine clinics, the relevance they establish with customers, the reaction they make to customer needs, the stable relationships they establish with customers, and the rewards they provide to customers all have an impact on customer satisfaction, as shown in Figure 2.1.

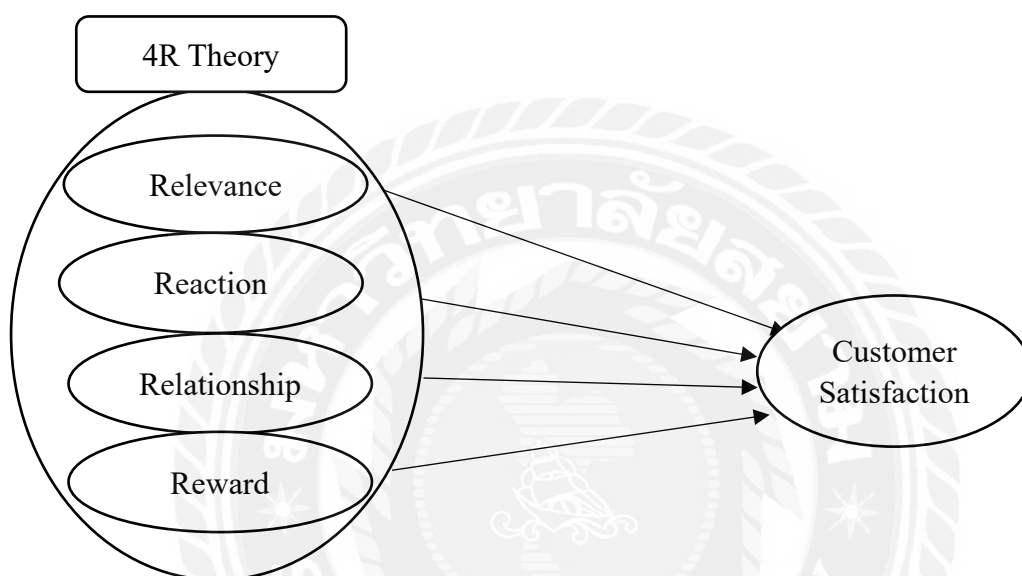


Figure 2.1 Conceptual Framework

2.5 Introduction to Gushengtang

Gushengtang Chinese Medicine Chain Management Group (Gushengtang for short), founded in 2010 and headquartered in Guangzhou, China, is a leading Chinese medicine chain management group integrating Chinese medicine diagnosis and treatment, drug research and development, and Chinese medicine talent training. On December 10, 2021, Gushengtang was listed on the Hong Kong Stock Exchange (stock code 02273. HK), becoming the “first stock of Chinese medicine medical chain service institutions”. Since its establishment, Gushengtang has gone through 12 years of development and precipitation, and has established an online and offline primary medical service network covering more than 300 cities across the country. As of December 31, 2022, the group has served nearly 13 million people in total, and the annual service number in 2022 exceeded 2.9 million, further consolidating its position as the leader of domestic primary Chinese medicine chain service institutions. In 2022, Gushengtang achieved good results: operating income reached RMB 1.62 billion, an increase of 18.4% year-on-year. As of June 30, 2022, Gushengtang owns and operates 44 offline stores in Beijing, Shanghai, Guangzhou, Shenzhen, Foshan, Zhongshan,

Fuzhou, Nanjing, Suzhou, Ningbo and Wuxi (Gushengtang Group official website, 2024).

In 2018, the online OMO business model was launched.

In 2019, the launch of a digital membership management system increased the membership repurchase rate by 17%.

In 2020, it acquired the “Bailu Traditional Chinese Medicine” online diagnosis and treatment platform for RMB 63 million.

In 2021, with US\$37.7 million in Series E financing in March, Gushengtang Holdings Co., Ltd. was successfully listed on the main board of the Hong Kong Stock Exchange on December 10.

In 2022, Gushengtang will sign strategic cooperation agreements with more than ten universities of traditional Chinese medicine and tertiary hospitals, and will carry out in-depth work to jointly build innovative medical alliances.

In July 2023, the number of offline traditional Chinese medicine diagnosis and treatment institutions was 56 stores (Gushengtang Group official website, 2024).

As a leading provider of traditional Chinese medicine medical services in China, Gushengtang’s marketing model has been constantly adjusting and innovating to adapt to new developments and challenges in its more than ten years of development. The company actively uses the Internet to empower medical services, and has since Developed a series of information systems such as HIS prescription system, store digital management system, CRM management system, Internet hospital, mid- and back-end operation support system, etc., and effectively solved the problem of traditional Chinese medicine diagnosis and treatment by building an “online + offline” OMO model This method has problems such as limited customer access, imbalance of physician resources between different regions, and inconvenience in customer follow-up and long-term health management. It has become the first batch of traditional Chinese medicine medical services in China that can effectively connect offline medical service networks and online medical and health platforms. one of the providers.

Digitally refined services not only improve the service efficiency of Gushengtang, but also meet the diversified needs of patients, helping Gushengtang’s online revenue to significantly increase, directly verifying Gushengtang’s “Internet + Traditional Chinese Medicine Health Services” action remarkable results achieved. According to the latest financial report data, the company achieved online medical and health platform revenue of 260 million yuan in 2022 , a year-on-year increase of 69.5%, and its proportion increased from 11% in the same period in 2021 to 16% (Gushengtang Group official website, 2024).

Chapter 3 Research Methodology

3.1 Introduction

This study adopted the quantitative research method, focusing on the impact of the digital marketing strategy of traditional Chinese medicine clinics on customer satisfaction. The study took Gushengtang as a case study. The independent variables in the model are the Relevance, Reaction, Relationship and Reward of traditional Chinese medicine clinics and customers through digital marketing, while the dependent variable is customer satisfaction.

Data was collected by a questionnaire survey using the Likert five-point scale in quantitative analysis. The questionnaire was structured into two parts. The first part collects the demographic characteristics of the survey sample, and the second part mainly analyzes the sample's perception of the traditional Chinese medicine clinic's digital marketing strategy in four aspects: Relevance, Reaction, Relationship and Reward. Each variable has several items, totaling 17 items in the survey.

3.2 Research Design

This study adopted the quantitative research methods and simple random sampling. As a leader in the Chinese medicine clinic industry, the marketing model of Gushengtang is definitely worth studying. By studying whether the digital marketing strategy of Gushengtang is more effective in interacting with consumers, it can provide suggestions for the digital marketing path of the entire traditional Chinese medicine clinic industry.

3.2.1 Questionnaire design

This questionnaire evaluates the impact of Gushengtang's digital marketing strategy on customer satisfaction. The questionnaire design is guided by the 4R theory, with a total of 17 questions. Questions 1-2 are basic information, and questions 3-17 are scale-related questions. There are 3 items for Relevance, Reaction, Relationship, and Reward, and 3 items for user satisfaction. The Likert five-point scale is used, and the score ranges from 1 to 5, representing strongly disagree, disagree, average, agree, and strongly agree. The higher the score, the higher the degree of agreement with the item. Specific items are designed for each variable, and codes are assigned to each item, as shown in Table 3.1.

Table 3.1 Questionnaire on the impact of Gushengtang's digital marketing strategy on customer satisfaction

Variable	Measurement items	NO.
----------	-------------------	-----

Basic Information	1.Gender	Q1
	2.Age	Q2
Relevance	1.Do you think online channels are more convenient than offline channels to learn about our Chinese medicine clinic ?	Q3
	2.Do you think the online reservation service of a Chinese medicine clinic makes you more satisfied than the offline reservation service?	Q4
	3.Does the online platform of the traditional Chinese medicine clinic help you better understand our clinic?	Q5
Reaction	1.When you communicate on an online platform, are you more satisfied than offline?	Q6
	2.Can our quick reaction to your communication online improve your satisfaction?	Q7
	3. Are you satisfied with the online services of our traditional Chinese medicine clinic?	Q8
Relationship	1.Are you satisfied with the regular return visits our online customer service provides to you?	Q9
	2.Are you satisfied with the social media platforms (such as Weibo and WeChat public accounts) of the traditional Chinese medicine clinic?	Q10
	3. Do you think regular online health lectures offered by members of traditional Chinese medicine clinics can increase your satisfaction?	Q11
Reward	1.Do you think the traditional Chinese medicine clinic's online membership points system will increase your satisfaction?	Q12
	2.Do you think the online marketing feedback activities of the traditional Chinese medicine clinic will increase your satisfaction?	Q13
	3.Are you satisfied with the online points mall opened by the traditional Chinese medicine Center for members?	Q14
Customer Satisfaction	1. Will you frequently use the online platform of the traditional Chinese medicine clinic?	Q15
	2. Would you recommend your friends to use the online platform of the traditional Chinese medicine clinic?	Q16
	3. Will you continue to use the online platform of the traditional Chinese medicine clinic in the future?	Q17

3.2.2 Population and Sample

The research population of this study is the existing customers of Gushengtang. In view of the limitation of research resources and time, this study adopted the convenient sampling method to select samples, and used the online questionnaire method, mainly the “Wenjuanxing” tool, and filled in the answers through WeChat and QQ. The sample size was 450 customers, and it was found that 10 of them were filled in randomly, so there were 425 valid questionnaires remaining.

3.3 Hypothesis

This study proposes the following four hypotheses based on the 4R marketing theory:

H1: The good relevance that Gushengtang has established with customers through digital marketing has a positive impact on customer satisfaction.

H2: Gushengtang’s quick reaction to customer needs through digital marketing positively affects customer satisfaction.

H3: Gushengtang’s long-term and stable relationship with customers through digital marketing positively affects customer satisfaction.

H4: The rewards that Gushengtang provides to customers through digital marketing positively affect customer satisfaction.

The relationships of the variables are shown in Figure 3.1.

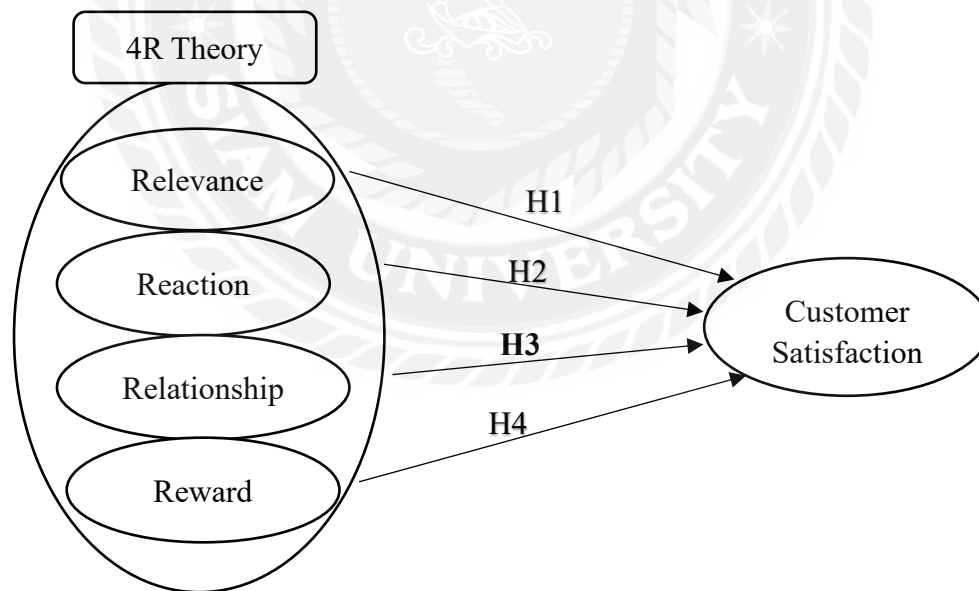


Figure 3.1 Hypotheses

3.4 Data Analysis Methods

This study used the SPSS analysis software to conduct correlation analysis and linear regression analysis on the collected data to derive the relationship between Gushengtang’s digital marketing strategy (independent variable) and customer

satisfaction (dependent variable). In this process, the analysis relied on the 4R theory to guide data interpretation and theoretical derivation.

3.5 Reliability and Validity Analysis of the Scale

3.5.1 Reliability

Cronbach alpha is an indicator for testing the reliability of questionnaires and is widely used in the analysis of empirical data. Generally speaking, when the Cronbach alpha value of the scale designed by the questionnaire is lower than 0.7, it means that the internal consistency of the variables of the scale is poor and the scale needs to be recompiled; when the Cronbach alpha value of the scale is higher than 0.7, it means that the internal consistency of the variables constructed by the scale is good; if the Cronbach alpha value of the scale is higher than 0.9, it means that the internal consistency of the variables designed by the scale is excellent.

In addition, this study used the corrected item-total correlation (CITC) to measure the reliability of individual question items. In the study, an item should be deleted when the following two conditions are met: (1) the overall correlation coefficient of an item is less than 0.4; (2) the Cronbach alpha coefficient of the scale after deleting the item is greater than the Cronbach alpha coefficient of the corresponding dimension.

The results of the reliability analysis are shown in Table 3.2.

Table 3.2 Variable reliability tests

Variable	Cronbach Alpha	N of Items
Relevance	0.804	3
Reaction	0.787	3
Relationship	0.837	3
Reward	0.786	3
Customer Satisfaction	0.800	3

The results show that the Cronbach alpha coefficient value corresponding to the good relevance variable is 0.804, the Cronbach alpha coefficient value corresponding to the quick reaction variable is 0.787, the Cronbach alpha coefficient value corresponding to the stable relationship variable is 0.837, and the Cronbach alpha coefficient value corresponding to the reward variable is 0.786. The Cronbach alpha coefficient value corresponding to the customer satisfaction variable is 0.800, and the

Cronbach alpha coefficient value of each variable is greater than 0.7. At the same time, the CITC value of each item and the Cronbach alpha value of the deleted items meet the research requirements, indicating the stability of each variable in the questionnaire. The reliability is relatively high and the reliability basically passes the test.

3.5.2 Validity

Using factor analysis to conduct information condensation research, the researcher first analyzed whether the research data was suitable for factor analysis. From Table 3.3, KMO is 0.890, which is greater than 0.6, which meets the prerequisites of factor analysis, which means that the data can be used for factor analysis research. And the data passed the Bartlett sphericity test ($p < 0.05$), indicating that the research data is suitable for factor analysis.

Table 3.3 KMO and Bartlett 's test

Kaiser -Meyer -Olkin Sampling Adequacy Measures		0.890
Bartlett's test of sphericity	Approx. CARTES	2647.992
	df	105.000
	p-value	0.000

Table 3.4 KMO and Bartlett 's test

Factor number		1	2	3	4	5
Characteristic root	Characteristic root	5.923	1.411	1.290	1.151	1.056
	Variance explained %	39.485	9.407	8.597	7.672	7.041
	Grand total %	39.485	48.892	57.489	65.161	72.202
Rotational front variance explained	Characteristic root	5.923	1.411	1.290	1.151	1.056
	Variance explained %	39.485	9.407	8.597	7.672	7.041
	Grand total %	39.485	48.892	57.489	65.161	72.202
Variance explained after rotation	characteristic root	2.122	2.151	2.202	2.145	2.210
	Variance explanation rate %	14.148	14.343	14.677	14.302	14.731

	Grand total %	14.148	28.491	43.169	57.471	72.202
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Table 3. 4 analyzes the factor extraction situation and the amount of information extracted from the factors. From Table 3.4, it can be seen that a total of 5 factors were extracted from the factor analysis, and the characteristic root values are all greater than 1. The variance explanation rates of these 5 factors after rotation are 14.148%, 14.343%, 14.677%, 14.302%, 14.731%. The cumulative variance explanation rate after rotation is 72.202%.

Table 3.5 Factor loading coefficient table after rotation

Name	Factor Loading Coefficient					Common Factor Variance
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	
Q3	0.113	0.194	0.798	0.138	0.166	0.734
Q4	0.161	0.112	0.785	0.194	0.134	0.711
Q5	0.141	0.113	0.791	0.164	0.164	0.712
Q6	0.811	0.094	0.115	0.198	0.150	0.741
Q7	0.722	0.153	0.210	0.153	0.241	0.670
Q8	0.791	0.188	0.112	0.092	0.171	0.710
Q9	0.203	0.108	0.209	0.189	0.785	0.748
Q10	0.239	0.118	0.246	0.206	0.774	0.774
Q11	0.159	0.196	0.078	0.166	0.812	0.756
Q12	0.103	0.806	0.108	0.129	0.160	0.715
Q13	0.148	0.792	0.165	0.072	0.143	0.701
Q14	0.148	0.789	0.121	0.171	0.068	0.692
Q15	0.152	0.123	0.178	0.769	0.210	0.706
Q16	0.074	0.106	0.178	0.791	0.224	0.725
Q17	0.231	0.180	0.157	0.785	0.094	0.735

The data in this study were rotated using the maximum variance rotation method (varimax) to find the correspondence between factors and research items. Table 3.5 shows the extraction of information about research items by factors, as well as the corresponding relationship between factors and research items. From the table above, it can be seen that the commonality values corresponding to all research items are higher than 0.4, and the absolute value of the corresponding factor loading coefficient is greater than 0.5, which means There is a strong correlation between the research items and factors, and the factors can effectively extract information. Therefore, the scale has good construct validity.



Chapter 4 Results of the Study

4.1 Introduction

Through literature review, this study sorted out the current status of digital marketing in the traditional Chinese medicine clinic industry, the influencing factors of customer satisfaction and related theories. The SWOT analysis tool was used to analyze the current status and existing problems of Gushengtang's digital marketing. The quantitative research method was used to conduct the reliability and validity analysis on the collected questionnaires to ensure the validity of the data. In order to gain a deeper understanding of the relationship between the variables, the researcher conducted descriptive statistics, correlation analysis and regression analysis on the data, verified the hypothesis, and clarified the relationship between Gushengtang's digital marketing strategies and customer satisfaction.

4.2 Gushengtang's digital marketing through SWOT analysis

Based on the SWOT analysis model, the researcher summarized the authoritative information collected from all aspects and analyzed the digital marketing strategies of Gushengtang:

1. Strengths

(1) Mature technology platform: Gushengtang has built a mature information platform including the HIS prescription system. These technology platforms not only support daily operations, but also provide strong back-end support for digital marketing.

(2) Extensive digital channel coverage: The company uses multiple channels such as official websites, mobile applications, and social media to interact with customers, enhancing the brand's digital visibility.

(3) Accumulation and analysis of customer data: Having a rich customer database can be used for market trend analysis, consumer behavior prediction, and provide data support for marketing strategies.

2. Weaknesses

(1) Limitations of content marketing and social media interaction: Although Gushengtang has established a social media platform, it may not have fully tapped its potential in creating highly interactive and engaging content.

(2) User experience optimization: In the design of mobile applications and websites, ease of use and attractiveness may not have been fully achieved. The user interface and experience may need to be further optimized to improve user satisfaction and engagement.

(3) Real-time interaction and customer support: There may be deficiencies in

providing real-time online support (such as instant chat), affecting customer service efficiency and satisfaction.

3. Opportunities

(1) Rapid development of digital technology: With the development of technologies such as AI and big data, Gushengtang has the opportunity to use these advanced technologies to improve customer service and personalized marketing.

(2) Digital trends in the market: The public's rising demand for digital services provides Gushengtang with opportunities to expand its digital marketing activities.

(3) New channels to enhance customer engagement: such as increasing user interaction and participation through emerging channels such as WeChat mini programs and online communities.

4. Threats

(1) Increasing competition: As more healthcare service providers strengthen their digital marketing, market competition is likely to further intensify.

(2) Data security and privacy protection: When handling large amounts of customer data, increasingly stringent data protection regulations must be adhered to to prevent data leaks or other security issues.

(3) Rapid pace of technology updates: Technology in the field of digital marketing updates rapidly, and companies need to constantly update their marketing tools and strategies to keep up with the latest developments in the industry.

Taken together, Gushengtang has obvious advantages in digital marketing, but there are also certain challenges and limitations. Companies need to continuously innovate and optimize their strategies, make full use of existing technological advantages, and at the same time actively respond to challenges brought about by market competition and technological updates. In this way, Gushengtang can achieve greater success in the field of digital marketing.

4.3 Statistical analysis results

4.3.1 Frequency analysis

Frequency analysis is used to study the distribution of categorical data, and select the frequency and percentage. It can be seen from Table 4.1 that: 1. Gender: The frequency analysis results show that the frequency of females is 133, accounting for 31.294%; the frequency of males is 292, accounting for 68.706%; among them, females are the highest and males are the lowest. 2. Age: The frequency analysis results show that the frequency of those over 55 is 40, accounting for 9.412%; the frequency of 18-24 is 80, accounting for 18.824%; the frequency of 45-54 is 85, accounting for 20.000%; the frequency of 35-44 is 103, accounting for 24.235%; the frequency of 25-34 is 117, accounting for 27.529%; among them, those over 55 are the highest and those 25-34 are the lowest.

Table 4.1 Frequency statistics results

Item	Options	Frequency	percentage %
Gender	female	133	31.294
	male	292	68.706
Age	Over 55 years old	40	9.412
	18-24	80	18.824
	45-54	85	20.000
	35-44	103	24.235
	25-34	117	27.529

4.3.2 Descriptive statistics

Descriptive analysis is used to study the overall situation of quantitative data. It describes the overall situation of the data through information such as mean value or skewness. From Table 4.2, it can be seen that the absolute values of kurtosis are all less than 3, and the current data distribution is flat and approximates normal distribution. The skewness is all around 0, and the current data distribution is offset and approximates normal distribution.

Table 4.2 Descriptive statistical results

Variable	Minimum value	Maximum value	Mean	Standard deviation	Skewness	Kurtosis
Q3	1.000	5.000	3.784	1.251	-0.905	-0.150
Q4	1.000	5.000	3.722	1.205	-0.763	-0.281
Q5	1.000	5.000	3.701	1.230	-0.822	-0.241
Q6	1.000	5.000	3.776	1.199	-0.865	-0.102
Q7	1.000	5.000	3.784	1.209	-0.816	-0.246
Q8	1.000	5.000	3.819	1.175	-0.907	0.066

Q9	1.000	5.000	3.555	1.334	-0.601	-0.798
Q10	1.000	5.000	3.539	1.305	-0.546	-0.835
Q11	1.000	5.000	3.595	1.293	-0.649	-0.656
Q12	1.000	5.000	3.889	1.135	-1.008	0.403
Q13	1.000	5.000	3.936	1.076	-0.990	0.465
Q14	1.000	5.000	3.875	1.121	-1.026	0.501
Q15	1.000	5.000	3.838	1.191	-0.961	0.142
Q16	1.000	5.000	3.922	1.223	-1.133	0.383
Q17	1.000	5.000	3.918	1.129	-0.994	0.337

4.3.3 Correlation analysis

In statistics, the process of studying a problem usually starts with the analysis of a single variable. Further analysis of the relationship between two variables may also involve analysis of the relationship between multiple variables. As a means and tool for measuring the strength of statistical relationships between things, correlation analysis aims to measure the strength of the linear correlation between variables. In correlation analysis, the focus is on the strength and direction of the direct linear correlation between two variables. In correlation analysis, both variables are outcome variables, regardless of priority. At the same time, the correlation coefficient R is generally used to describe the degree of linear correlation between variables. The positive and negative values of the correlation coefficient R indicate the direction of the direct linear correlation between the two variables. $R > 0$ is a positive correlation, $R < 0$ is a negative correlation, and $R = 0$ is zero correlation. The absolute value of R indicates the closeness of the linear correlation between the two variables. The closer the absolute value of R is to 1, the higher the closeness; the closer the absolute value of R is to 0, the lower the closeness. The Pearson correlation coefficient, also known as the product-difference correlation coefficient, is a common indicator that quantitatively describes the degree of linear correlation.

Table 4.3 Pearson correlation

Variable	Customer Satisfaction	Relevance	Reaction	Relationship	Reward
average value	3.893	3.736	3.793	3.563	3.900

Standard Deviation	0.999	1.042	1.001	1.138	0.929
Customer Satisfaction	1	0.462**	0.438**	0.497**	0.379**
Relevance		1	0.416**	0.464**	0.383**
Reaction			1	0.515**	0.397**
Relationship				1	0.389**
Reward					1

* p < 0.05 ** p < 0.01

As can be seen from Table 4.3, correlation analysis is used to study the correlation between customer satisfaction and four variables: good relevance, quick reaction, stable relationship and reward. The Pearson correlation coefficient is used to indicate the strength of the correlation. Specific analysis shows that: customer satisfaction and good relevance, quick reaction, stable relationship and reward are all significant. The correlation coefficient values are 0.462, 0.438, 0.497, 0.379 respectively, and the correlation coefficient values are all greater than 0, which means that there is a positive correlation between customer satisfaction and a total of four items: good relevance, quick reaction, stable relationship and reward.

4.3.4 Regression analysis

Regression analysis is used to study the influence of X (quantitative or categorical) on Y (quantitative), whether there is an influence relationship, the direction of influence and the degree of influence; first analyze the model fitting, that is, analyze the model fitting through the R² value, and analyze the VIF value (or tolerance value, tolerance = 1/VIF value, VIF value generally > 5 indicates collinearity problem, tolerance generally < 0.2 indicates collinearity problem), determine whether the model has collinearity problem [collinearity problem can be solved by ridge regression or stepwise regression]; write the model formula (optional); analyze the significance of X; if it is significant (p value is less than 0.05 or 0.01); it means that X has an influence relationship on Y, and then analyze the direction of the influence relationship in detail; combined with the regression coefficient B value, compare and analyze the influence degree of X on Y.

Table 4.4 Linear regression analysis results (n = 425)

	Unstandardized coefficients	Standardized coefficient	t	p	Collinearity diagnostics
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	B	Standard error	Beta			VIF	Tolerance
Constant	1.129	0.201	-	5.614	0.000*	-	-
Relevance	0.217	0.045	0.226	4.858	0.000*	1.406	0.711
Reaction	0.159	0.048	0.159	3.307	0.001*	1.501	0.666
Relationship	0.228	0.043	0.260	5.309	0.000*	1.559	0.641
Reward	0.138	0.048	0.128	2.853	0.005*	1.310	0.763
R ²	0.352						
Adjust R ²	0.346						
F	F (4,420) = 57.130, p = 0.000						
DW value	2.062						

Dependent variable: Customer satisfaction

* p < 0.05 ** p < 0.01

The linear regression analysis is performed with good relevance, quick reaction, stable relationship and reward as independent variables and customer satisfaction as dependent variable. From Table 4.4, it can be seen that the model formula is: customer satisfaction = 1.129 + 0.217* good relevance + 0.159* quick reaction + 0.228* stable relationship + 0.138* reward, and the R²-square value of the model is 0.352, which means that good relevance, quick reaction, stable relationship and reward can explain 35.2% of the change in customer satisfaction. When the model is tested by F, it is found that the model passes the F test (F= 57.130, p = 0.000 < 0.05), which means that at least one of good relevance, quick reaction, stable relationship and reward will have an impact on customer satisfaction. In addition, the multicollinearity test of the model shows that all VIF values in the model are less than 5, which means that there is no collinearity problem; and the DW value is near the number 2, which means that there is no autocorrelation in the model, and there is no correlation between the sample data, and the model is good.

The final specific analysis shows that the regression coefficient of good relevance is 0.217 (t= 4.858, p = 0.000 < 0.01), which means that good relevance has a significant positive impact on customer satisfaction.

The regression coefficient of quick reaction is 0.159 (t= 3.307, p = 0.001 < 0.01), which means that quick reaction has a significant positive impact on customer

satisfaction.

The regression coefficient of stable relationship is 0.228 ($t = 5.309$, $p = 0.000 < 0.01$), which means that stable relationship has a significant positive impact on customer satisfaction.

The regression coefficient of reward is 0.138 ($t = 2.853$, $p = 0.005 < 0.01$), which means that reward has a significant positive impact on customer satisfaction.

The summary analysis shows that good relevance, quick reaction, stable relationship and reward will all have a significant positive impact on customer satisfaction.

4.3.5 Results of Hypotheses Tests

Through empirical analysis, the hypotheses proposed in this article are verified, as follows:

1. The good relevance that Gushengtang has established with customers through digital marketing has a positive impact on customer satisfaction.
2. Gushengtang's quick reaction to customer needs through digital marketing positively affects customer satisfaction.
3. Gushengtang's long-term and stable relationship with customers through digital marketing positively affects customer satisfaction.
4. The rewards that Gushengtang provides to customers through digital marketing positively affect customer satisfaction.

Chapter 5 Conclusion and Recommendation

5.1 Conclusion

Through experimental verification and analysis, this study found that digital marketing strategies can significantly improve customer satisfaction at Gushengtang. Specifically, traditional Chinese medicine clinics that adopt social media marketing and content marketing have seen an increase in patient traffic and revenue. The implementation of search engine optimization has improved the ranking of traditional Chinese medicine clinics in search results, thereby increasing website traffic and exposure. The application of personalized recommendations has increased patients' willingness to purchase services and products, while also strengthening the interaction and connection between doctors and patients. Data analysis provides traditional Chinese medicine clinics with a deeper understanding and insight, allowing them to more accurately formulate and implement targeted digital marketing strategies.

However, although digital marketing has many advantages, there are also some limitations in its practical application at Gushengtang.

1. Bound by traditional concepts

Although digital technology has been deeply rooted in the hearts of the people, many doctors and patients in traditional Chinese medicine centers are still bound by traditional concepts. Some doctors may believe that digital marketing is inconsistent with the traditional concepts of traditional Chinese medicine and focuses more on word-of-mouth and interpersonal communication. In addition, some patients may prefer traditional treatments and be skeptical of digital marketing. This makes the digital marketing of traditional Chinese medicine clinics subject to certain concepts.

2. Lack of scientific basis

Digital marketing needs to be based on data to conduct accurate market analysis and positioning. However, the current digital marketing data of traditional Chinese medicine clinics comes from a wide range of sources, but lacks unified standards and specifications. This makes the accuracy and reliability of the data questionable, and it is difficult to form a scientific basis for decision-making. In addition, traditional Chinese medicine treatment focuses on individual differences and holistic concepts, and there is a certain contradiction between standardization and personalization of digital marketing.

3. Backward technology

The digital marketing of traditional Chinese medicine clinics also faces the challenge of backward technology. Compared with large Internet companies, the technical level of traditional Chinese medicine clinics is relatively low, and they lack professional technical teams and support. This makes it possible for traditional Chinese

medicine clinics to have technical bottlenecks in various aspects of digital marketing, such as website construction, data analysis, and mobile terminal development.

4. Lack of innovation

The digital marketing of traditional Chinese medicine clinics needs to be constantly innovated and tried to adapt to market changes and meet the needs of patients. However, due to the constraints of concepts, lack of scientific basis and backward technology, the digital marketing of traditional Chinese medicine clinics may lack innovation. This makes traditional Chinese medicine clinics too conservative in digital marketing, difficult to try new strategies and methods, and unable to give full play to the advantages of digital marketing.

5.2 Recommendation

Based on the above results, the researcher makes the following suggestions for the future digital marketing strategy of Gushengtang:

1. Further improve the digital platform, focus on the ecological construction in the field of technology, gradually improve the intelligent technology product matrix, and build a systematic intelligent solution for traditional Chinese medicine.

2. Further strengthen social media marketing and cooperate with well-known health bloggers or opinion leaders to increase brand influence.

3. Further deepen the content marketing strategy and create high-quality traditional Chinese medicine health care content, such as popular science articles, short videos, etc., to improve users' awareness of traditional Chinese medicine; cooperate with well-known health bloggers or professional doctors to jointly create influential content.

4. Carry out online activities and interactions: hold online health lectures or seminars, invite experts to share, and attract target customers to participate; design online interactive activities, such as health knowledge competitions, user story collection, etc., to increase user participation and brand Loyalty; regularly launch promotional activities or exclusive membership benefits to encourage users to make online appointments and consultations.

5. Cross-border cooperation and resource sharing: Carry out cross-border cooperation with other health industries and food brands to jointly promote health concepts and traditional Chinese medicine culture; establish cooperative relationships with government agencies, industry associations, etc. to enhance brand image and social influence.

By implementing these digital marketing strategy suggestions, Gushengtang is expected to further improve customer satisfaction, expand brand influence, and expand market share.

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Appendix

Dear customers of Gushengtang:

Hello! Thank you for taking the time out of your busy schedule to participate in this questionnaire survey. In order to better understand your views and feelings about the digital marketing strategy of our traditional Chinese medicine clinic, we have specially designed this questionnaire. Your feedback will be of great reference value for us to improve our services and enhance customer satisfaction. Please fill in each question carefully according to your actual situation and feelings. Your answers will be strictly confidential and will only be used for statistics and analysis, and will not have any impact on your personal life.

Thank you again for your participation and support! I wish you a happy life and good health!

PART I:

1. Your gender: A. Male B. Female
2. Your age group: A. 18-24 B. 25-34 C. 35-44 D. 45-54 E.55 and above

Part II: Please indicate the extent to which you agree with the following statements.

Choose the most appropriate option and place a " √ " on the corresponding number. The questionnaire uses a Likert scale, with scores ranging from 1 to 5. 1 indicates strongly disagree (or strongly disagree), 2 indicates somewhat disagree (or somewhat disagree), 3 indicates neutral, 4 indicates somewhat agree (or somewhat agree), and 5 indicates strongly agree (or strongly agree).

	Measurement items	strongly disagree	somewhat disagree	general	agree	strongly agree
Relevance	1.Do you think online channels are more convenient than offline channels to learn about our Chinese medicine clinic?					
	2.Do you think the online reservation service of a					

	Chinese medicine clinic makes you more satisfied than the offline reservation service?					
	3.Does the online platform of the traditional Chinese medicine clinic help you better understand our clinic?					
Reaction	1.When you communicate on an online platform, are you more satisfied than offline?					
	2.Can our quick reaction to your communication online improve your satisfaction?					
	3. Are you satisfied with the online services of our traditional Chinese medicine clinic?					
Relationship	1.Are you satisfied with the regular return visits our online customer service provides to you?					

	2.Are you satisfied with the social media platforms (such as Weibo and WeChat public accounts) of the traditional Chinese medicine clinic?					
	3. Do you think regular online health lectures offered by members of traditional Chinese medicine clinics can increase your satisfaction?					
Reward	1.Do you think the traditional Chinese medicine clinic's online membership points system will increase your satisfaction?					
	2.Do you think the online marketing feedback activities of the traditional Chinese medicine clinic will increase your satisfaction?					
	3.Are you satisfied with					

	the online points mall opened by the traditional Chinese medicine Center for members?					
Customer Satisfaction	1. Will you frequently use the online platform of the traditional Chinese medicine clinic?					
	2. Would you recommend your friends to use the online platform of the traditional Chinese medicine clinic?					
	3. Will you continue to use the online platform of the traditional Chinese medicine clinic in the future?					